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Proposed programme budget for the biennium 2010-2011*

Part VI
Human rights and humanitarian affairs

Section 25
Palestine refugees

(Programme 21 of the strategic framework for the period 2010-2011)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

** *Official Records of the General Assembly, Sixty-third Session, Supplement No. 6* (A/63/6/Rev.1).

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Table 25.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$46,849,900[a]
Revised appropriation for 2008-2009	$45,070,100

[a] At 2008-2009 rates.

Table 25.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2010-2011	122	1 USG, 1 ASG, 3 D-2, 12 D-1, 20 P-5, 50 P-4, 22 P-3, 2 P-2/1, 11 GS (OL)
New	3	P-4 under subprogramme 4
Approved for the biennium 2008-2009	119	1 USG, 1 ASG, 3 D-2, 12 D-1, 20 P-5, 47 P-4, 22 P-3, 2 P-2/1, 11 GS (OL)

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; OL, Other level.

Overview

25.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established as a separate entity within the United Nations system and as a subsidiary organ of the General Assembly by resolution 302 (IV), from which UNRWA derives its mandate to provide continued assistance to the Palestine refugees. Since starting operations in 1950, UNRWA has adapted and enhanced its programmes to meet the increasingly complex needs of refugees and to provide them with a measure of stability amid chronic conflict in the region, within available resources. It stands ready to continue to do so during the biennium 2010-2011 in accordance with the triennial mandate it receives from the Assembly.

25.2 UNRWA reports directly to the General Assembly. Overall review of UNRWA programmes and activities is undertaken by the 23-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the Assembly decided that, with effect from 1 January 1975, the expenses relating to the emoluments of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

25.3 The strategic objectives of UNRWA for the biennium 2010-2011 are to promote the best possible levels of human development of the refugees consistent with internationally agreed goals and the standards in the region where they reside.

25.4 UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social support and microfinance loans to registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that is projected to reach 4.8 million by 2010.

25.5 Since 2000, the Agency has provided emergency assistance to refugees in acute distress within its areas of operations as a result of conflicts, including military operations, humanitarian access restrictions and prolonged economic hardship in the occupied Palestinian territory and Lebanon. This emergency assistance programme reaches more than 1.4 million refugees annually. UNRWA will continue to provide such services as necessary, as well as, on an exceptional basis, as mandated in General Assembly resolution 2252 (ES-V), services to non-refugees in serious need of immediate assistance.

25.6 During the biennium 2010-2011, UNRWA seeks to make further progress in strengthening its management and service delivery through its organizational development programme, through which the Agency is enhancing its capacity to plan, implement and evaluate its services to the refugees, expand outreach to non-traditional donors and further enhance accountability to its stakeholders. UNRWA will also continue its efforts to mainstream gender and meet the needs of refugee children and those with disabilities, and to develop further the Agency's protection, programming, operation and advocacy responses, thereby bringing UNRWA closer to fulfilling its obligations vis-à-vis the directives of the General Assembly and the Secretary-General, international human rights law, the Beijing Platform for Action, the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities.

25.7 The Agency, which is almost entirely dependent on voluntary funding to implement its programmes, has contended not only with chronic funding shortfalls but also with more sudden, politically induced funding uncertainties. It will continue to seek the additional resources it needs to improve the quality of services it provides to the refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

25.8 The overall regular budget resources for the biennium 2010-2011 under this section amount to $46,849,900 before recosting, which reflects a net increase of $1,779,800 (or 3.9 per cent at 2008-2009 rates). The resource growth shown in table 25.3 is due to the delayed impact of six new international posts (1 D-2, 1 P-5, 3 P-4, 1 P-3) approved by the General Assembly for the biennium 2008-2009 ($1,163,000) and three new P-4 posts proposed for the biennium 2010-2011 ($616,800) (see table 25.4).

25.9 During the biennium 2010-2011, the Agency projects that approximately $2.0 billion of extrabudgetary resources will be required, in large part as a result of its strategic plan, which will enable it to provide assistance to Palestine refugees, and the evolving operational environment in the occupied Palestinian territory.

25.10 The regular budget share of the total UNRWA biennial budget amounts to approximately 2.2 per cent.

25.11 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation activities would amount to $1,873,900, $288,100 of which will be funded from the regular budget and $1,585,800 from extrabudgetary resources. The staff time devoted to self-assessment and self-evaluation is estimated at 230 work-months.

Table 25.3 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2006-2007 expenditure*	*2008-2009 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*
			Amount	*Percentage*			
Palestine refugees	38 772.6	45 070.1	1 779.8	3.9	46 849.9	1 780.0	48 629.9
Total	**38 772.6**	**45 070.1**	**1 779.8**	**3.9**	**46 849.9**	**1 780.0**	**48 629.9**

(2) *Extrabudgetary*

	2006-2007 expenditure	*2008-2009 estimate*	*2010-2011 estimate*
Total	**1 260 120.2**	**1 869 479.6**	**2 056 427.6**
Total (1) and (2)	**1 298 892.8**	**1 914 549.7**	**2 105 057.5**

Table 25.4 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2008-2009	*2010-2011*	*2008-2009*	*2010-2011*	*2008-2009*	*2010-2011*	*2008-2009*	*2010-2011*
Professional and above								
USG	1	1	—	—	—	—	1	1
ASG	1	1	—	—	—	—	1	1
D-2	3	3	—	—	2	2	5	5
D-1	12	12	—	—	4	3	16	15
P-5	20	20	—	—	5	5	25	25
P-4/3	69	72	—	—	55	47	124	119
P-2/1	2	2	—	—	11	11	13	13
Subtotal	**108**	**111**	**—**	**—**	**77**	**68**	**185**	**179**
General Service								
Other level	11	11	—	—	1	1	12	12
Subtotal	**11**	**11**	**—**	**—**	**1**	**1**	**12**	**12**
Total	**119**	**122**	**—**	**—**	**78**	**69**	**197**	**191**

Programme of work

25.12 This programme will be implemented in accordance with the programme of work and the strategy detailed under programme 21 of the strategic framework for the period 2010-2011.

Subprogramme 1
Education

Table 25.5 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To meet the basic educational and training needs of Palestine refugees, in particular children and youth, and to improve their educational and employment opportunities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of education provided to the Palestine refugee population at all levels and increased coverage and access to educational facilities	(a) (i) Reduction in the dropout rate for pupils in the elementary education cycle *Performance measures* 2006-2007: 38 per cent Estimate 2008-2009: 40 per cent Target 2010-2011: 35 per cent (ii) Reduction in the dropout rate for pupils in the preparatory education cycle *Performance measures* 2006-2007: 2.48 per cent Estimate 2008-2009: 2.62 per cent Target 2010-2011: 2.4 per cent (iii) Reduction in the repetition rate for pupils in the elementary education cycle *Performance measures* 2006-2007: 5.99 per cent Estimate 2008-2009: 5.5 per cent Target 2010-2011: 5.5 per cent (iv) Reduction in the repetition rate for pupils in the preparatory education cycle *Performance measures* 2006-2007: 8.87 per cent Estimate 2008-2009: 8.5 per cent Target 2010-2011: 8.0 per cent

	(v) Increase in the pass rate for comprehensive State examinations for semi-professional vocational training in Jordan, the West Bank and Gaza *Performance measures* 2006-2007: 97 per cent Estimate 2008-2009: 98 per cent Target 2010-2011: 98 per cent
(b) Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries	(b) Percentage of the curricula adapted or improved relative to the total number of modifications required *Performance measures* 2006-2007: 100 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent
(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions	(c) Percentage of the curricula adapted or improved relative to the total number of modifications required *Performance measures* 2006-2007: 100 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent

External factors

25.13 Significant external factors that may affect the achievement of the expected accomplishments are:

(a) The absence of empirical information systems in the host authorities, as well as limited access to available information, resulting in difficulty in identifying labour market needs;

(b) Lack of availability of land to construct new schools or replace unsuitable rented ones;

(c) A worsening economic situation and increased unemployment leading to increased dropout and failure rates;

(d) Funding constraints resulting in difficulty in responding to unplanned curricular changes introduced by host authorities and restricted ability to improve the learning environment (e.g. double-shifting in schools, school maintenance, furniture and equipment).

Outputs

25.14 During the biennium 2010-2011, the following outputs will be delivered:

(a) Provision of general education to 500,000 eligible refugee children in 700 UNRWA elementary and preparatory schools (and secondary education in Lebanon);

(b) Upgrading teaching and training skills of 2,000 teachers, head teachers and other education staff;

(c) Provision of counselling and career guidance for Palestine refugee students to enable 3,000 graduates to secure jobs abroad;

(d) Provision of pre-service teacher training to 3,000 potential teachers;

(e) Construction or renovation of 500 educational facilities;

(f) Provision of technical and vocational training to 8,000 students;

(g) Adaptation of all vocational training programme syllabuses to reflect changing market demands;

(h) Harmonization of all curricula for the Agency's general and technical education programmes with those offered by the respective host authorities.

Subprogramme 2
Health

Table 25.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To meet the basic health needs of Palestine refugees and to improve the overall state of health of their community.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality	(a) (i) Increased percentage of infants delivered by trained personnel *Performance measures* 2006-2007: 99.6 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent (ii) Increased percentage of pregnant women registered with health-care services *Performance measures* 2006-2007: 72 per cent Estimate 2008-2009: 75 per cent Target 2010-2011: 78 per cent

(b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases	(b) (i) Maintenance of above 95 per cent immunization coverage rate against vaccine-preventable diseases *Performance measures* 2006-2007: 99 per cent Estimate 2008-2009: 99 per cent Target 2010-2011: 99 per cent (ii) Increased percentage of newly detected cases managed for non-communicable diseases *Performance measures* 2006-2007: 18 per cent Estimate 2008-2009: 18 per cent Target 2010-2011: 20 per cent
(c) Improved environmental sustainability in refugee camps and improvement of safe indoor water facilities	(c) (i) Increased percentage of camp refugee shelters connected to underground sewerage systems *Performance measures* 2006-2007: 89 per cent Estimate 2008-2009: 90 per cent Target 2010-2011: 91 per cent (ii) Increased percentage of camp refugee shelters provided with safe indoor water facilities, including potable water *Performance measures* 2006-2007: 99.8 per cent Estimate 2008-2009: 99.8 per cent Target 2010-2011: 99.9 per cent
(d) Streamlined health policies and service standards to conform with those of the host authorities	(d) Strengthened and improved quality of partnership agreements and joint programmes with the host authorities *Performance measures* 2006-2007: 30 agreements Estimate 2008-2009: 35 agreements Target 2010-2011: 35 agreements

External factors

25.15 Significant external factors that may affect the achievement of the expected accomplishments include:

(a) Sudden increases in cost of services and supplies promulgated by the host authorities that result in unplanned/unforeseen expenditures, especially in reimbursement of hospitalization services;

(b) Funding shortfalls that limit the programme's ability to cope with the increased burden of non-communicable diseases and provision of services to special categories of people with disabilities;

(c) Crisis situations resulting in a deterioration in the health and nutritional status of the population;

(d) Shortages of resources for development projects that place limitations on improvement of the camp water and sanitation infrastructure.

Outputs

25.16 During the biennium 2010-2011, the following outputs will be delivered:

(a) Ten self-evaluations/surveys to assess system performance and outcomes of care provided;

(b) Examination and immunization against vaccine-preventable diseases for 50,000 school entrants; screening of 200,000 school entrants for oral health problems and morbidity conditions, with special emphasis on disabilities that are manageable, such as low vision and hearing defects;

(c) Treatment for dental and periodontal problems for 700,000 refugees each year and screening for dental caries and other oral health problems for more than 250,000 children and pregnant women;

(d) Provision of antenatal care, screening for anaemia, iron and vitamin supplements and at least one post-natal visit within the first six weeks of delivery to 95,000 pregnant women;

(e) Full immunization of all registered children below 2 years of age with primary and booster vaccines and expansion of the tuberculosis and HIV/AIDS control programme;

(f) Conducting of 10 programme management meetings on improvement of health system performance, to be followed up through appropriate tracking systems;

(g) Streamlining of four multidisciplinary activities addressing gender equality, life-skills education, psychosocial support and child disabilities within UNRWA programmes, on education, health and social services;

(h) Holding of negotiations and joint working committee meetings for the development of joint initiatives with host authorities;

(i) Administration of 1 million doses of vitamin A supplementation each year to 80,000 nursing mothers, 300,000 preschoolers and 300,000 schoolchildren and provision of iron supplements to more than 90,000 pregnant women and 240,000 children between 6 and 36 months of age;

(j) Monitoring, counselling and issuance of modern contraceptives to more than 110,000 family-planning clients;

(k) Monitoring of 250,000 children under 3 years of age for growth and development and screening and treatment for anaemia;

(l) Provision of in-service training for more than 6,000 staff-days each year for the various medical, nursing and support personnel in order to upgrade/increase their knowledge and skill on implementation of the technical guidelines and approved intervention strategies and provision of postgraduate training opportunities in public health;

(m) Enhancement of partnerships for health with major stakeholders, including United Nations specialized agencies, public health departments of host authorities, local and intergovernmental organizations and research institutions to streamline strategies, align practical aspects of health policy and enhance programme analysis and evaluation capacity;

(n) Screening for hypertension and/or diabetes mellitus for persons over 40 years of age at UNRWA health centres;

(o) Protection of 110,000 pregnant women and nursing mothers against malnutrition and micronutrient deficiencies by providing them with food rations as early as possible after confirmation of pregnancy and for six months after delivery;

(p) Provision of five in-service training courses for medical and nursing staff for orientation on the new management health information system;

(q) Provision of information technology equipment for implementation of the new system to cover all health centres in the five offices;

(r) Provision of outpatient medical consultations to more than 1.9 million refugees, of which 300,000 will be consultations with specialists, at the 127 Agency clinics for the treatment of acute and chronic diseases;

(s) Provision to camps in Jordan and the West Bank of additional vehicles and containers for the mechanization of solid waste collection and disposal;

(t) Further development of the health information management system and the drug supply management system at the primary health-care facility level with links to field offices and headquarters;

(u) Monitoring of the quality of the water provided and other environmental factors to control the spread of communicable diseases;

(v) Improved sewerage, drainage and water supply systems in refugee camps in Lebanon, the Syrian Arab Republic and the Gaza Strip;

(w) Treatment of 150,000 patients suffering from acute and other life-threatening conditions who cannot be managed at the primary health-care level, in contracted hospitals or through reimbursement schemes;

(x) Screening for breast cancer for women over 50 years of age and screening for cervical cancer for those between 35 and 45 years of age at UNRWA health centres.

Subprogramme 3
Relief and social services

Table 25.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To provide the most disadvantaged Palestine refugees with humanitarian assistance, and promote self-reliance of less-advantaged members of the refugee community, especially women, the elderly, children, youth and persons with disabilities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved social safety net provision for the lowest income refugee families	(a) (i) Increased percentage of shelters rehabilitated in relation to cumulative identified housing needs for special hardship cases *Performance measures* 2006-2007: 19 per cent Estimate 2008-2009: 30 per cent Target 2010-2011: 35 per cent (ii) Decreased percentage of assisted special hardship families who are living below the poverty line *Performance measures* 2006-2007: 44 per cent Estimate 2008-2009: 27 per cent Target 2010-2011: 23 per cent (iii) Decreased percentage of special hardship families receiving selective cash assistance compared with the total number of special hardship families *Performance measures* 2006-2007: 18 per cent Estimate 2008-2009: 25 per cent Target 2010-2011: 25 per cent

(b) Enhanced well-being of disadvantaged Palestine refugees	(b) (i) Increased number of individuals benefiting from loan products through the microcredit community support programme *Performance measures* 2006-2007: 3,812 individuals Estimate 2008-2009: 5,000 individuals Target 2010-2011: 6,500 individuals (ii) Increased number of persons with disabilities receiving direct rehabilitation from community-based rehabilitation centres *Performance measures* 2006-2007: 15,648 persons with disabilities Estimate 2008-2009: 25,000 persons with disabilities Target 2010-2011: 25,000 persons with disabilities (iii) Increased number of women benefiting from awareness-raising, skills training, and legal/social counselling *Performance measures* 2006-2007: 101,978 women Estimate 2008-2009: 95,000 women Target 2010-2011: 105,000

External factors

25.17 Significant external factors that may affect the achievement of the expected accomplishments are:

(a) International competition for donor funding and difficulty in attracting sustained funding of social safety net assistance programmes, which make it difficult to provide support to the growing number of families living under the poverty line;

(b) Increasing poverty and population growth rates, which have heightened demand for relief and social services but for which donor funding has not increased proportionately.

Outputs

25.18 During the biennium 2010-2011, the following outputs will be delivered:

(a) Improvement and maintenance of updated records of the 5.2 million refugees in the region, including training of staff on eligibility and registration activity;

(b) Provision of minimum standards assistance to special hardship case families in respect of nutrition and shelter rehabilitation;

(c) Provision of certified training in generalist social work approaches and methodologies to relief and social services social workers in the field;

(d) Provision of credit through community-based organizations to disadvantaged refugees;

(e) Provision of credit to women through group guaranteed and individual lending schemes;

(f) Provision of rehabilitation services to persons with disabilities;

(g) Provision of special hardship assistance to needy individuals, using a generalist social work approach and a poverty-based policy orientation;

(h) Provision of targeted support for civic, recreational and sports activities for refugee children and youths, including those with disabilities;

(i) Provision of technical assistance to 104 community-based organizations on key issues, such as community development concepts, development of annual workplans and services, budgeting and financial management and fund-raising, management and networking skills.

Subprogramme 4
Microfinance and microenterprise

Table 25.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To continue striving towards an enhanced coordinating role vis-à-vis alternative service providers, with the aim of improving the quality of life of small and microentrepreneurs, create and sustain jobs, decrease unemployment and provide income-generating opportunities for needy men and women through the provision of credit.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued interaction with alternative service providers	(a) (i) Number of interactions with alternative service providers *Performance measures* 2006-2007: not available Estimate 2008-2009: 150 interactions Target 2010-2011: 150 interactions
(b) Increased business and income-generating opportunities	(b) (i) Increased value of loans disbursed *Performance measures* 2006-2007: $35,627,616 Estimate 2008-2009: $80,000,000 Target 2010-2011: $130,000,000

	(ii) Increased number of loans disbursed *Performance measures* 2006-2007: 32,358 loans Estimate 2008-2009: 60,000 loans Target 2010-2011: 110,000 loans
(c) Improved development of the capacity of women microentrepreneurs	(c) (i) Increased number of loans provided to women-owned enterprises *Performance measures* 2006-2007: 5,460 loans Estimate 2008-2009: 14,000 loans Target 2010-2011: 27,000 loans (ii) Increased value of outstanding balance on women's loans *Performance measures* 2006-2007: $1,180,580 Estimate 2008-2009: $2,200,000 Target 2010-2011: $3,000,000

External factors

25.19 Significant external factors that may affect the achievement of the expected accomplishments are:

(a) Continued deterioration of the economic situation in the occupied Palestinian territory, affecting programme performance and resulting in stagnated growth and a decline in credit outreach and cost recovery;

(b) Policy initiatives by host governments towards Palestinian workers and businesses' access to trade and labour markets;

(c) A significant inflow of additional grant and loan capital, allowing the programme to build its network of branch offices in its area of operations, increasing its combined outstanding loan portfolio to $25 million by the end of the period and enabling the programme to achieve its targets.

Outputs

25.20 During the biennium 2010-2011, the following outputs will be delivered:

(a) Disbursement of 74,600 business loans valued at $91 million in the West Bank, the Gaza Strip, Jordan and the Syrian Arab Republic through the small-scale enterprise and microenterprise credit programmes;

(b) Disbursement of 2,400 housing loans valued at $12 million in the West Bank, the Gaza Strip, Jordan and the Syrian Arab Republic;

(c) Disbursement of 33,000 consumer loans valued at $23 million in the West Bank, the Gaza Strip, Jordan and the Syrian Arab Republic;

(d) Provision of business training courses in the Gaza Strip to support small businesses and encourage entrepreneurship.

Table 25.9 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	45 054.9	46 834.7	119	122
Non-post	15.2	15.2		
Subtotal	**45 070.1**	**46 849.9**	**119**	**122**
Extrabudgetary	1 869 479.6	2 056 427.6	78	69[a]
Total	**1 914 549.7**	**2 103 277.5**	**197**	**191**

[a] International posts; does not include local area posts, estimated at 28,000.

25.21 The amount of $46,834,700, reflecting an increase of $1,779,800, provides for 122 regular budget posts, including 111 Professional and above and 11 General Service posts. The increase of $1,779,800 is due to the delayed impact of six new posts (1 D-2, 1 P-5, 3 P-4 and 1 P-3) approved by the General Assembly for the biennium 2008-2009 ($1,163,000) and additional requirements for the proposed three new P-4 posts, including the post of a Special Assistant to the Commissioner-General and two posts of Field Programme Support Officers for the biennium 2010-2011 ($616,800). The amount of $15,200 for non-post requirements provides for general temporary assistance and resources for centrally provided data-processing infrastructure services and support costs.

25.22 It is projected that extrabudgetary resources would amount to $2,056,427,600 in the biennium 2010-2011, representing a growth of $186,948,000 in comparison with $1,869,479,600 in the biennium 2008-2009.

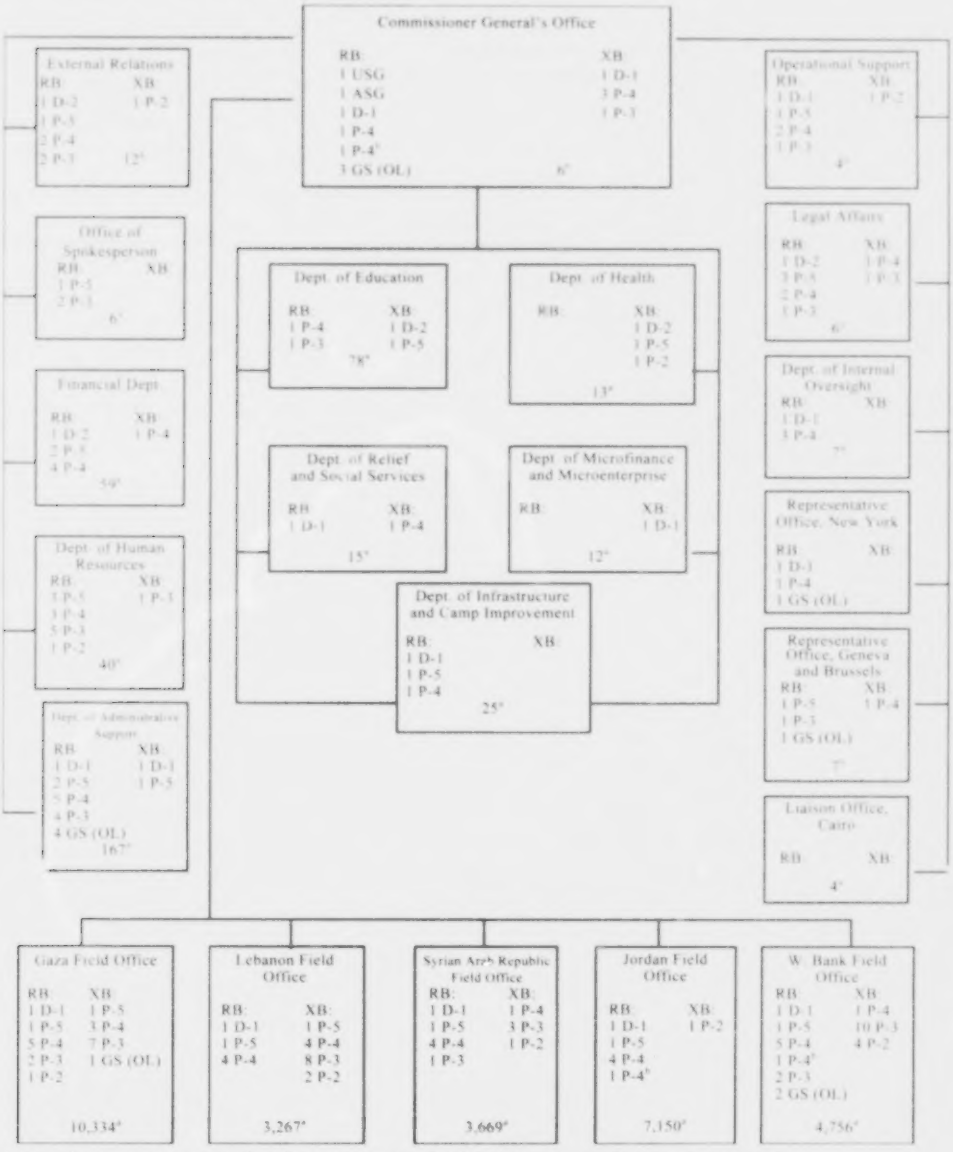
Table 25.10 **Summary of follow-up action taken to implement the relevant recommendations of oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
United Nations Board of Auditors (A/63/5/Add.3, chap. II)	
The Board recommended that UNRWA, in coordination with the United Nations, ensure that its liabilities in respect of after-service health insurance are determined and accurately recorded (para. 46).	After-service health insurance liability for those UNRWA staff who are on posts funded from the United Nations regular budget is assumed by the United Nations.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that UNRWA formalize gender distribution milestones and monitor all new appointments against such milestones (para. 98).	In April 2008, UNRWA adopted the comprehensive gender mainstreaming strategy for 2008-2009. Data on the gender composition of all posts was distributed in September 2008, and managers were asked to continue to monitor new appointments in accordance with the gender mainstreaming strategy.
The Board recommended that UNRWA include in its human resources plan a strategy to manage the timely filling of long-vacant posts (para. 101).	Human resources strategy revolves around the implementation of target timelines and the assessment of individual vacancy particulars, as required, to determine the best method for filling the post in a timely way, in line with recruitment best practice. An 80-day time limit is set for filling international posts.
The Board recommended that UNRWA adopt a policy covering the management of all projects, including by setting out the responsibilities of all role players, as well as the competencies and training required (para. 158). The Board recommended establishing a system to record and apply lessons learned in project implementation (para. 162). The Board recommended updating the project procedures manual, with input from the field offices, and benchmarking it against best practice and international standards (para. 165).	Section B.15 of the report of the Board of Auditors relates to programme and project management and includes four recommendations that relate specifically to the management of "projects". The agency's comments in relation to the recommendations have mostly been reflected in the relevant paragraphs of the report of the Board of Auditors. UNRWA acknowledges certain shortcomings in "project" management and is addressing them as part of its organizational development plan. It is doing so as part of its programme cycle management reform efforts, which are well under way.
United Nations Board of Auditors (A/61/5/Add.3, chap. II)	
The Board recommended that UNRWA establish policies and procedures on results-based management to provide for strategic planning, setting of targets, monitoring of processes, promoting effective management decisions and reporting on performance (para. 84).	The budget division of UNRWA's Department of Finance will again provide guidance on results-based budgeting for purposes of the preparation of the 2008-2009 biennium budget. UNRWA agrees that, on the broader topic of results-based management, policies and procedures should be established in order to enhance strategic planning, setting of targets, monitoring of processes, promoting effective management decisions and reporting on performance. The Office of the Director of Operational Support will take the lead in the preparation of these policies and procedures, with the active participation of the budget division of the Department of Finance.

United Nations Relief and Works Agency for Palestine Refugees in the Near East

Organizational structure and post distribution for the biennium 2010-2011


Commissioner General's Office
RB: 1 USG, 1 ASG, 1 D-1, 1 P-4, 1 P-4[a], 3 GS (OL) 6[a]
XB: 1 D-1, 3 P-4, 1 P-3
External Relations
RB: 1 D-2, 1 P-5, 2 P-4, 2 P-3 12[a]
XB: 1 P-2
Operational Support
RB: 1 D-1, 1 P-5, 2 P-4, 1 P-3 4[a]
XB: 1 P-2
Office of Spokesperson
RB: 1 P-5, 2 P-3 6[a]
XB:
Legal Affairs
RB: 1 D-2, 3 P-5, 2 P-4, 1 P-3 6[a]
XB: 1 P-4, 1 P-3
Financial Dept.
RB: 1 D-2, 2 P-5, 4 P-4 59[a]
XB: 1 P-4
Dept. of Education
RB: 1 P-4, 1 P-3 78[a]
XB: 1 D-2, 1 P-5
Dept. of Health
RB: 13[a]
XB: 1 D-2, 1 P-5, 1 P-2
Dept. of Internal Oversight
RB: 1 D-1, 3 P-4 7[a]
XB:
Dept. of Relief and Social Services
RB: 1 D-1 15[a]
XB: 1 P-4
Dept. of Microfinance and Microenterprise
RB: 12[a]
XB: 1 D-1
Representative Office, New York
RB: 1 D-1, 1 P-4, 1 GS (OL) 3[a]
XB:
Dept. of Human Resources
RB: 1 P-5, 3 P-4, 5 P-3, 1 P-2 40[a]
XB: 1 P-3
Dept. of Infrastructure and Camp Improvement
RB: 1 D-1, 1 P-5, 1 P-4 25[a]
XB:
Representative Office, Geneva and Brussels
RB: 1 P-5, 1 P-3, 1 GS (OL) 3[a]
XB: 1 P-4
Dept. of Administrative Support
RB: 1 D-1, 2 P-5, 5 P-4, 4 P-3, 4 GS (OL) 16[a]
XB: 1 D-1, 1 P-5
Liaison Office, Cairo
RB: 4[a]
XB:
Gaza Field Office
RB: 1 D-1, 1 P-5, 5 P-4, 2 P-3, 1 P-2
XB: 1 P-5, 3 P-4, 7 P-3, 1 GS (OL)
10,334[a]
Lebanon Field Office
RB: 1 D-1, 1 P-5, 4 P-4
XB: 1 P-5, 4 P-4, 8 P-3, 2 P-2
3,267[a]
Syrian Arab Republic Field Office
RB: 1 D-1, 1 P-5, 4 P-4, 1 P-3
XB: 1 P-4, 3 P-3, 1 P-2
3,669[a]
Jordan Field Office
RB: 1 D-1, 1 P-5, 4 P-4, 1 P-4[a]
XB: 1 P-2
7,150[a]
W. Bank Field Office
RB: 1 D-1, 1 P-5, 5 P-4, 1 P-4[a], 2 P-3, 2 GS (OL)
XB: 1 P-4, 10 P-3, 4 P-2
4,756[a]

Note: There are 69 international posts that are funded through extrabudgetary resources.

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; RB, regular budget; XB, extrabudgetary; GS, General Service; OL, Other level.

[a] Local posts.

[b] New post.

Annex

Outputs produced in 2008-2009 not to be carried out in the biennium 2010-2011

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
25.19	Disbursement of 1,200 small-scale enterprise loans valued at $14.5 million	1	Downscaling and phasing out of small-scale enterprise lending, which is being replaced by the new microenterprise credit plus product
	Total	**1**	